

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, June 19, 2015 at the hour of 9:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

**I. Attendance/Call to Order**

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese and Director Lewis M. Collens (2)  
Board Chairman M. Hill Hammock (ex-officio) and Directors Hon. Jerry Butler, Ada Mary  
Gugenheim, Emilie N. Junge and Carmen Velasquez

Absent: None (0)

Additional attendees and/or presenters were:

Gladys Lopez – Chief of Human Resources  
Gillian Marshall – Cook County Bureau of Human  
Resources  
Barbara Pryor – Deputy Chief of Human Resources

Elizabeth Reidy – General Counsel  
Deborah Santana – Secretary to the Board  
John Jay Shannon, MD – Chief Executive Officer  
Agnes Therady – Executive Director of Nursing

**II. Public Speakers**

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speakers:

1. Marti Smith Midwest Lead, National Nurses Organizing Committee
2. George Blakemore Concerned Citizen

**III. Report from Chief of Human Resources (Attachment #1)**

Gladys Lopez, Chief of Human Resources, provided an overview of the report, which included information on the following subjects:

Internal and External Vacancies Filled;  
Comparison of Vacancies Filled;  
Vacancies Filled by Quarter;  
Clinical vs. Non-Clinical Vacancies Filled;  
Licensed Nurse Vacancies Filled;  
YTD Nursing Turnover through 5/31/15;  
CCHHS Turnover through 5/31/15;  
CCHHS FY2015 Turnover by New Hires;  
FY2015 Separations and Hires;  
CCHHS Retirement Risk;  
FY2015 HR Goal: Improve / Reduce Average Time to Hire;  
Employment Plan Update; and  
2015 Processing of House Staff Physicians.

Barbara Pryor, Deputy Chief of Human Resources, reviewed the information on the Employment Update.

### **III. Report from Chief of Human Resources (continued)**

During the discussion of the information regarding CCHHS Retirement Risk, it was noted that the data does not include information for those employees whose years of service are increased by accruals based on reciprocity or through optional contributions that employees were voluntarily allowed to make through 2005. Questions were raised regarding the potential impact those factors could have on the data presented; Board Chairman Hammock asked that the data be revised to reflect those years of service. Ms. Lopez stated that she can ask for that information from the Pension Board. It was clarified by Elizabeth Reidy, General Counsel, that in order to earn the maximum pension of 80% of salary, an employee has to have 33 1/3 years of service; the salary is calculated on the highest four consecutive years' salary within the last ten years. Director Collens requested that an analysis also be provided that reflects the years of service for those who retired early, with less than 33 1/3 years of service.

With regard to the data presented on nursing turnover and vacancies filled, Director Junge noted that the net gain in nursing in May is 20 nurses; she asked how that compares to last year. Ms. Lopez stated that she can provide that information.

### **IV. Action Items**

#### **A. Minutes of the Human Resources Committee Meeting of May 22, 2015**

Chairman Wiese, seconded by Director Collens, moved to accept the minutes of the meeting of the Human Resources Committee of May 22, 2015. THE MOTION CARRIED UNANIMOUSLY.

#### **B. Approval of negotiated wages and healthcare changes for:**

- **Health Care, Professional, Technical Office Warehouse and Mail Order Employees Union (Teamsters) Local 743**
- **Retail, Wholesale & Department Store Union (RWDSU) Local 200**

Action on this item was considered following the adjournment of the closed meeting. The proposed negotiated wages and healthcare changes for RWDSU Local 200 will be presented directly for Board approval at its meeting on June 26, 2015.

Chairman Wiese, seconded by Director Collens, moved to approve the negotiated wages and healthcare changes for Teamsters Local 743 Health Care, Professional, Technical Office Warehouse and Mail Order Employees. THE MOTION CARRIED UNANIMOUSLY.

#### **C. Any items listed under Sections IV and V**

**V. Closed Meeting Items**

- A. Report from Chief of Human Resources**
- B. Approval of negotiated wages and healthcare changes for (see Item IV(B):**
  - Health Care, Professional, Technical Office Warehouse and Mail Order Employees Union (Teamsters) Local 743**
  - Retail, Wholesale & Department Store Union (RWDSU) Local 200**
- C. Discussion of personnel matters**
- D. Update on labor negotiations**
- E. Discussion of litigation matters**

Chairman Wiese, seconded by Director Collens, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” and 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.” THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Chairman Wiese, seconded by Director Collens, moved to adjourn the closed meeting. THE MOTION CARRIED UNANIMOUSLY and the Committee reconvened into the open meeting.

Action was considered on Item IV(B) – negotiated wage and healthcare changes for Teamsters Local 743 Health Care, Professional, Technical Office Warehouse and Mail Order Employees, following the adjournment of the closed meeting (see page 2).

**VI. Adjourn**

As the agenda was exhausted, Chairman Wiese declared that the meeting was ADJOURNED.

Respectfully submitted,  
Human Resources Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Dorene P. Wiese, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

Cook County Health and Hospitals System  
Human Resources Committee Meeting Minutes  
June 19, 2015

ATTACHMENT #1



# **COOK COUNTY HEALTH & HOSPITALS SYSTEM**

## **Human Resource Committee**

**Gladys Lopez, Chief of Human Resources**

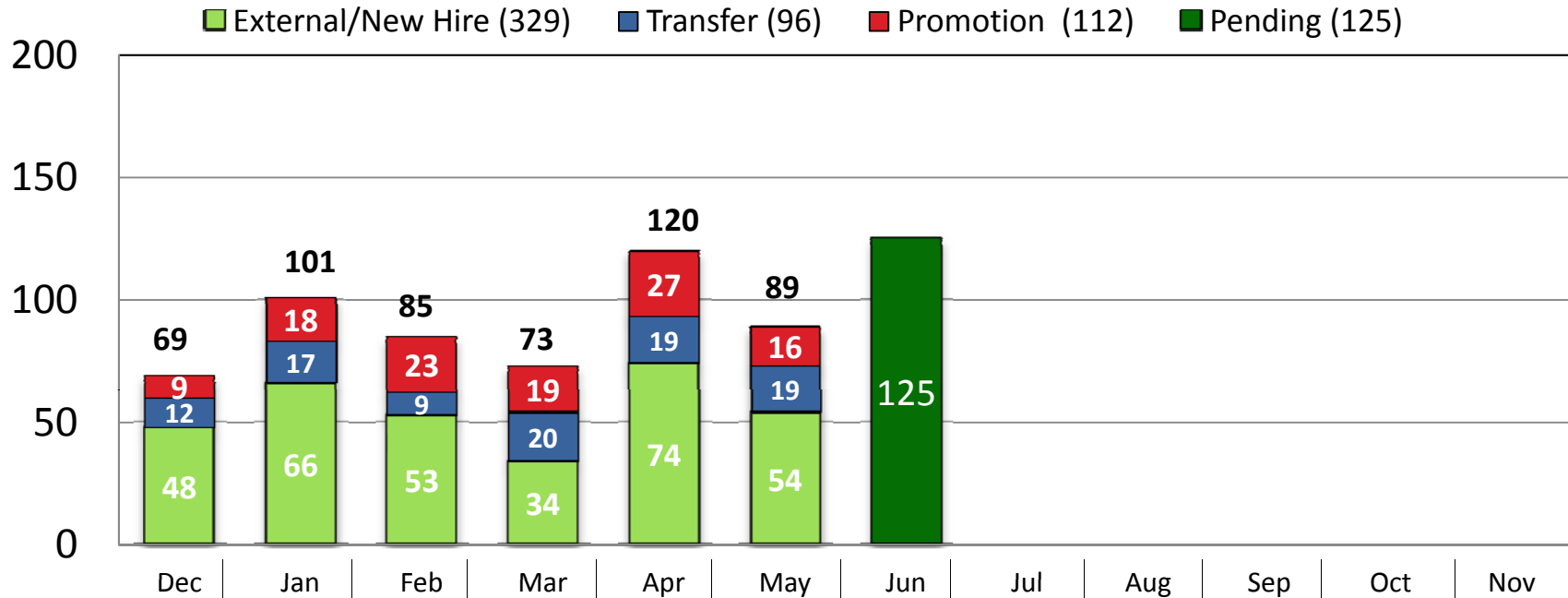
**June 19, 2015**



**COOK COUNTY HEALTH  
& HOSPITALS SYSTEM**  
**CC+HHS**

# Internal & External Vacancies Filled

FY15 Vacancies Filled through 05/18/15 by Hiring Source (537)



Total CCHHS Vacant Positions	1084	1018	1066	1108	1064	1048					
<sup>1</sup> Total RTHs In HR	913	744	734	830	844	844					
<sup>2</sup> Positions in Development	171	274	332	278	220	204					
External Vacancies Filled	48	66	52	34	73	54					

<sup>1</sup> Fluctuation is based on new RTHs received and a Department decision to hold or re-class a PID.

<sup>2</sup>Positions to support strategic initiatives, such as re-organizations



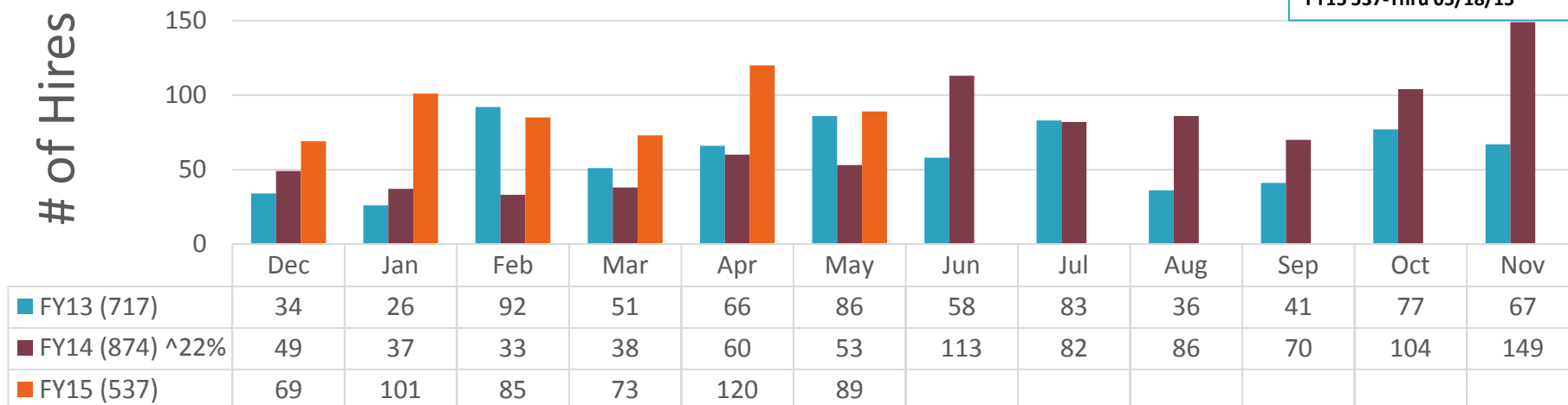
COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CCHHS**

CCHHS Human Resource Committee | 06/19/15

# Comparison of Vacancies Filled

FY15 Hires: Comparison of FY13, FY14 to FY15 (thru 05/18/15)

FY13 717  
FY14 874 Increase by 22%  
FY15 537-Thru 05/18/15



- Avg fill to date FY14: 45 / FY15: 89.5
- YTD vacancies filled has increased by 99% as compared to this same time frame last year

## FY15 Vacancies Filled by Job Function / Open Positions

Job Function	FY14 Hired	FY14 YTD Thru May 2014	FY15 YTD Thru May 2015	FY15 RTHs in Process (As of 5/31/15)
Finance	15	1	24	<sup>1</sup> 126
HIS	5	2	5	18
Licensed Practice Nurses	24	2	11	7
Nursing (CNI, CNII, APN, Nurse Coordinator, Clinician)	311	94	191	313
Physicians	97	40	30	94
Pharmacy	49	20	11	47
Other	373	111	265	239
<b>Total</b>	<b>874</b>	<b>270</b>	<b>537</b>	<b><sup>2</sup> 844</b>

<sup>1</sup> Medicaid eligibility insourcing

<sup>2</sup> Fluctuates month to month based on vacancies filled hires and new requisitions received.



COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CCHHS**

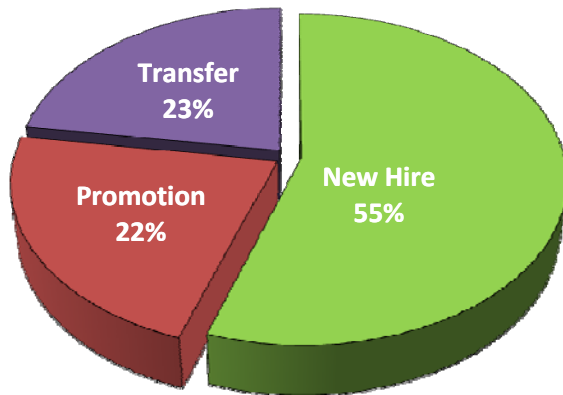
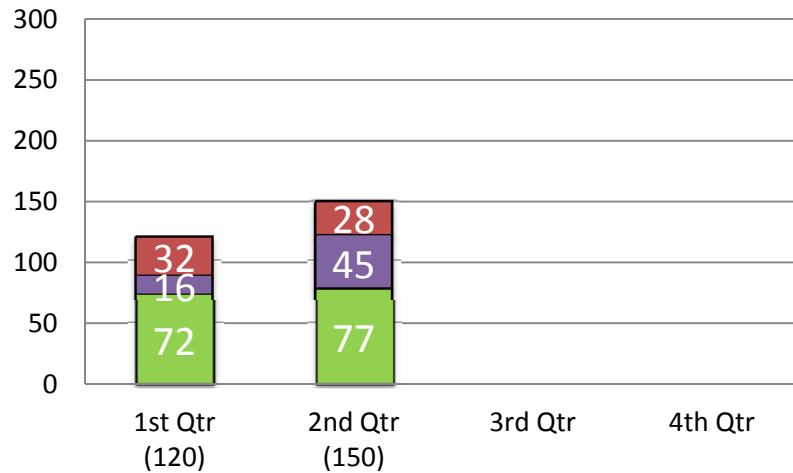
CCHHS Human Resource Committee | 06/19/15



# Vacancies Filled by Quarter (^99%)

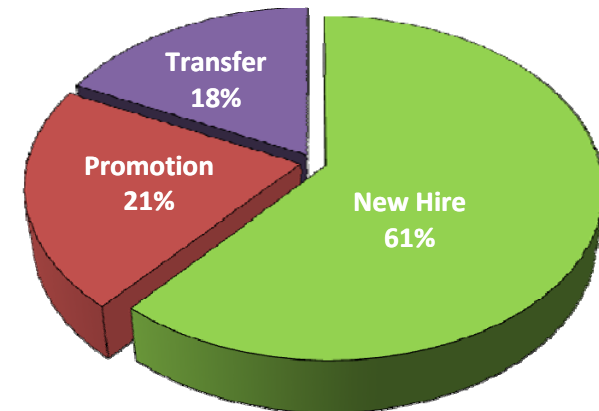
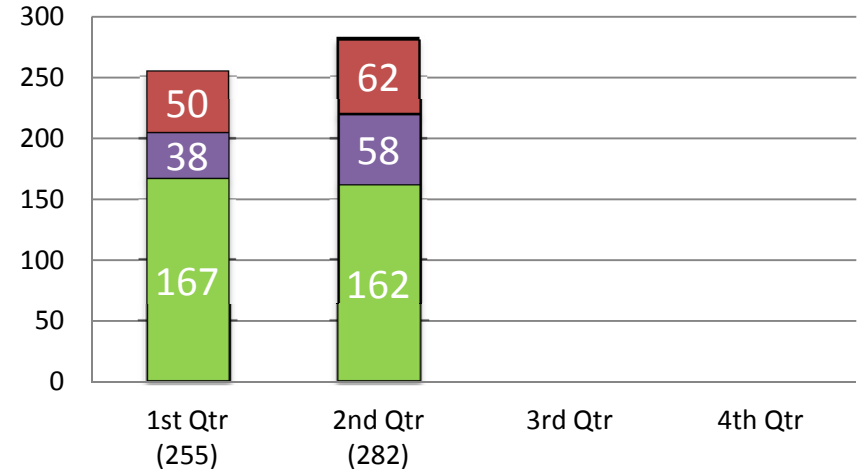
## FY14 Vacancies Filled (270)

■ External / New Hire (149) ■ Transfer (61) ■ Promotion (60)



## FY15 Vacancies Filled (537)

■ External / New Hire (329) ■ Transfer (96) ■ Promotion (112)



COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CCHHS**

CCHHS Human Resource Committee | 06/19/15

# Clinical vs. Non-Clinical Vacancies Filled

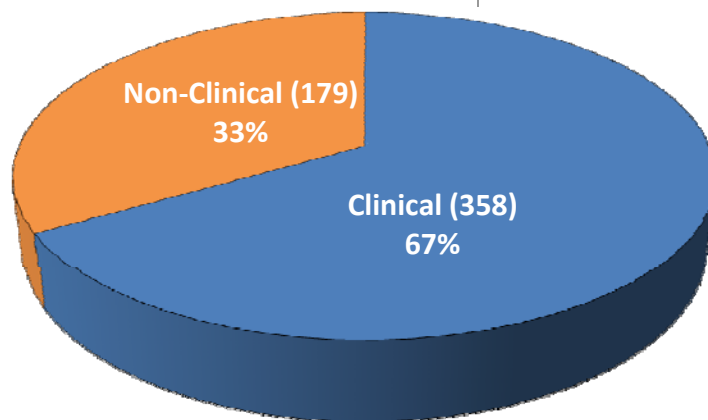
FY15 Clinical (358) vs. Non-Clinical (179) Vacancies Filled (537)

## Clinical Classifications / Titles (358)

Attendant Patient Care  
Case Managers  
Clinic Coordinator  
Correctional Medical Technician  
Dentistry  
EKG Tech  
Electrocardiogram Technician  
Emergency Response Technician  
Emergency Room Technician  
Epidemiologist  
Health Service Representative  
Hearing & Vision  
Interpreter  
Laboratory  
Licensed Practical Nurse  
Medical Assistant  
Medical Director  
Medical Lab Technician  
Medical Social Workers  
Medical Technologist  
Mental Health Specialist  
Nursing  
Pharmacy  
Physician Assistant  
Physicians  
Psychologists  
Radiology  
Special Procedure Tech  
Sterile Processing Tech  
Ward Clerk

## Non-Clinical Classifications / Titles (179)

Analyst  
Building Service Worker  
Business Manager  
Caseworker  
Clerical / Administrative  
Credentialing  
Executives  
Finance  
Food Service / Dietary  
Hospital Information System  
Human Resources / Labor Relations  
Leadership/ Management  
Legal  
Procurement / Supply Chain  
Public Health Emergency Response Coordinator  
Safety  
Sanitarian  
Scheduler/Dispatcher  
Telecommunications  
Trades



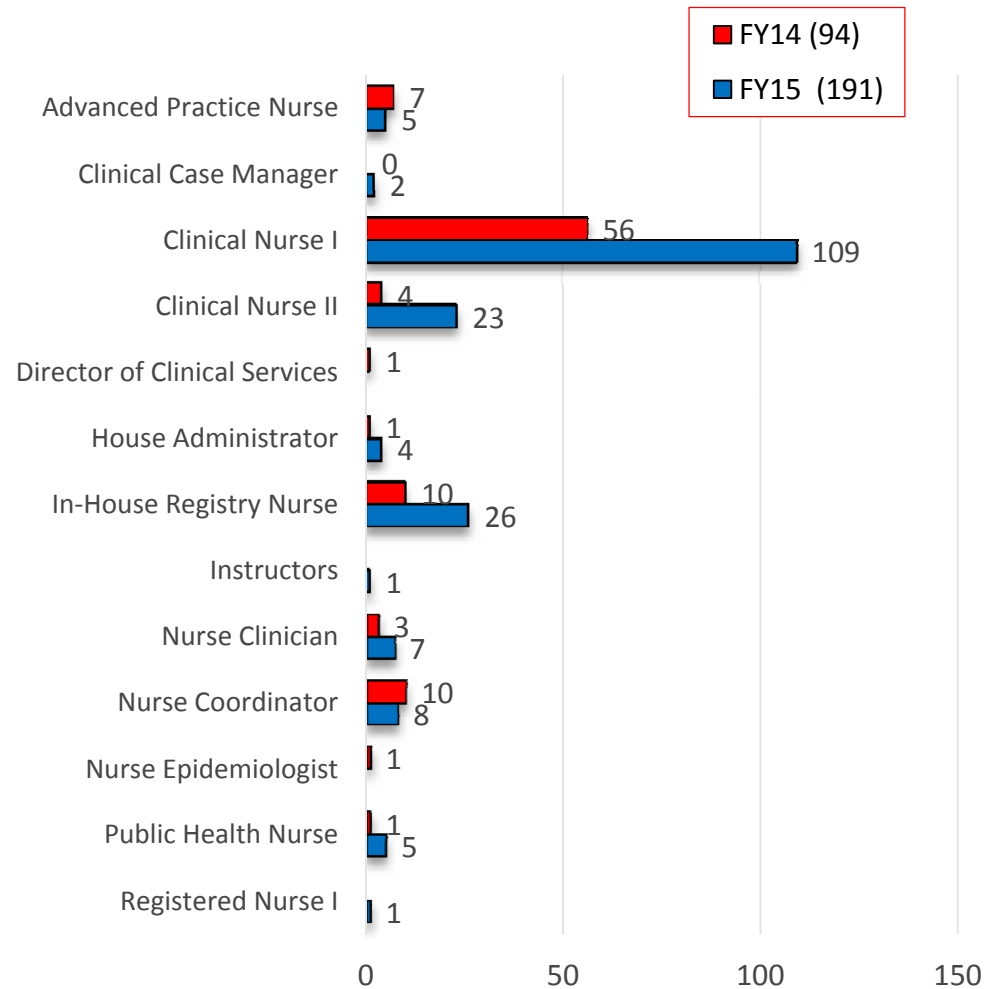
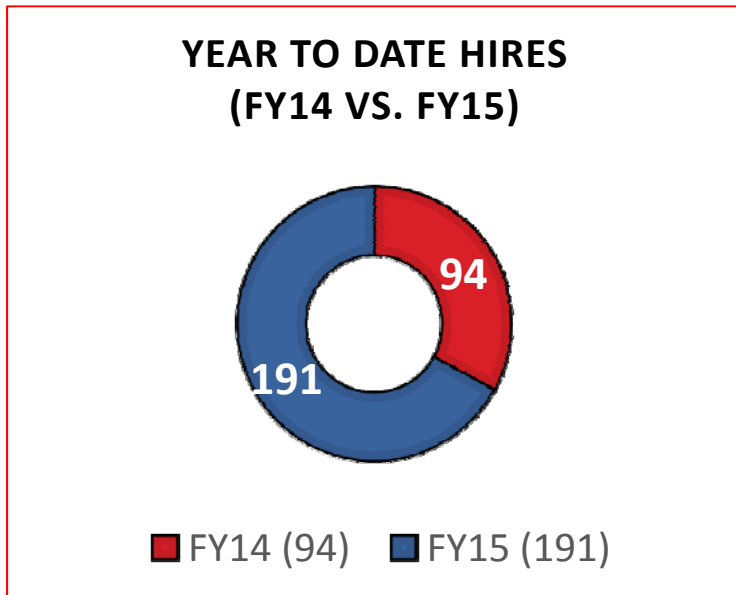
COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CCHHS**

CCHHS Human Resource Committee | 06/19/15

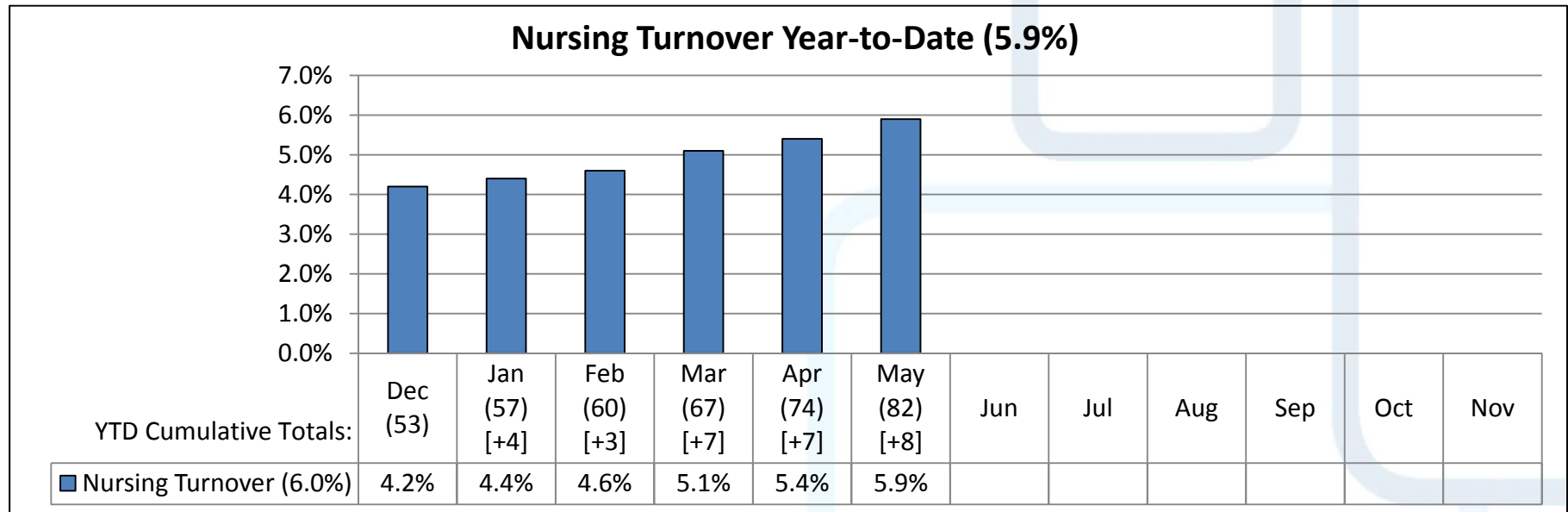
# Licensed Nurse Vacancies Filled (thru 05/18/15) (^103%)

Comparison of Nursing Vacancies Filled – FY14 to FY15 Year-to-Date

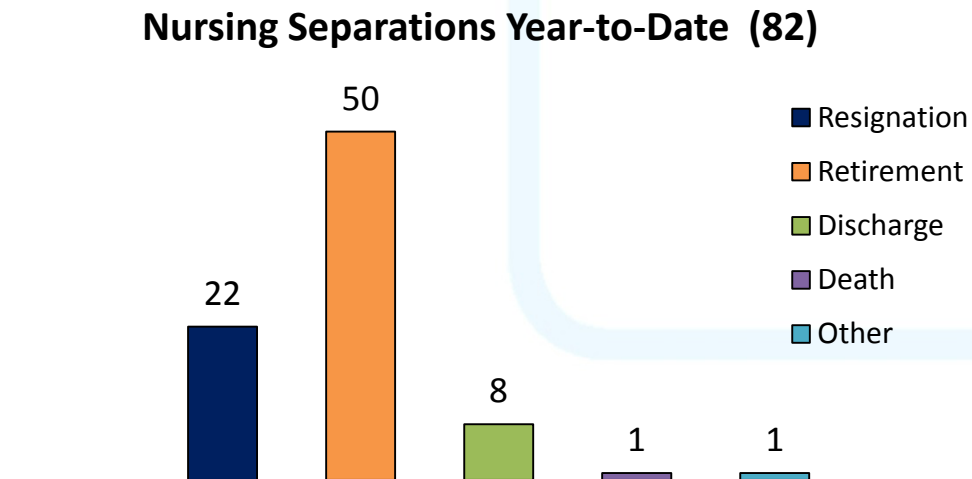
Year To Date (Thru 5/18/15)	FY14	FY15
TOTAL NEW HIRES	45	102
TOTAL TRANSFERS	35	45
TOTAL PROMOTIONS	14	44
TOTAL VACANCIES FILLED	94	191



# YTD Nursing\* Turnover thru 05/31/15



**MCHC FY15 1<sup>st</sup> QTR RN Turnover: 2.8%; CCHHS FY15 1<sup>st</sup> QTR Turnover: 4.6%**



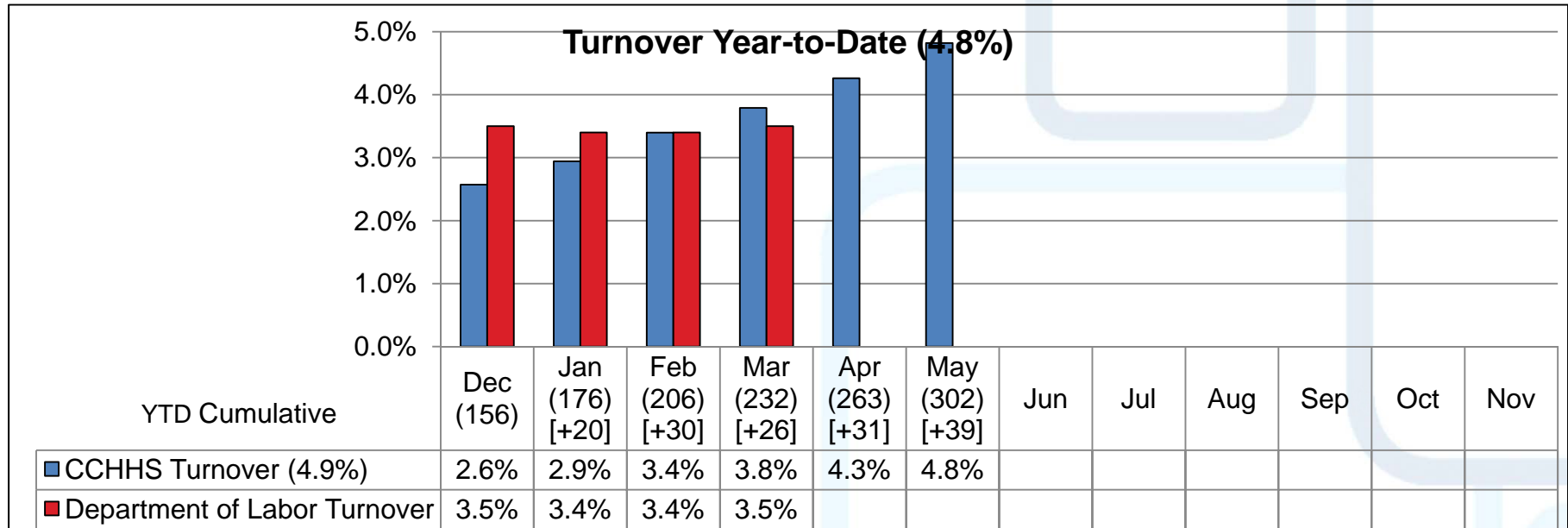
\*CNI, CNII, APN, Nurse Coordinator, Clinician, Instructors, IHR, Case Manager



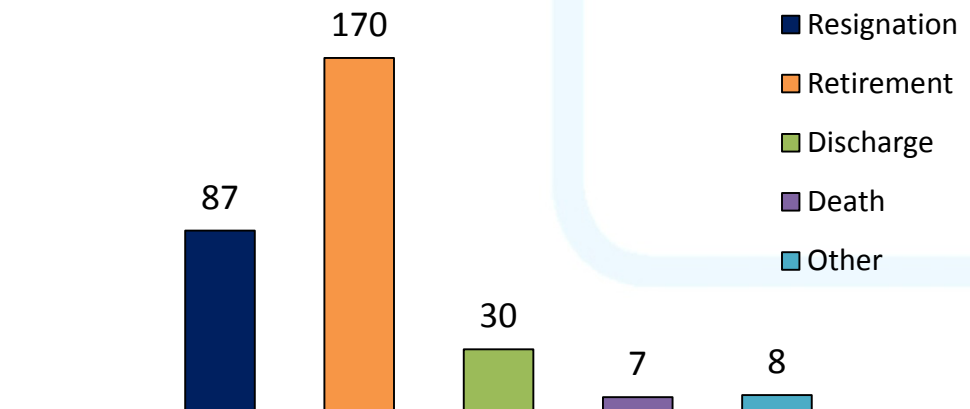
**COOK COUNTY HEALTH & HOSPITALS SYSTEM**  
**CCHHS**

CCHHS Human Resource Committee | 06/19/15

# CCHHS Turnover thru 05/31/15



## Separations Year-to-Date (302)



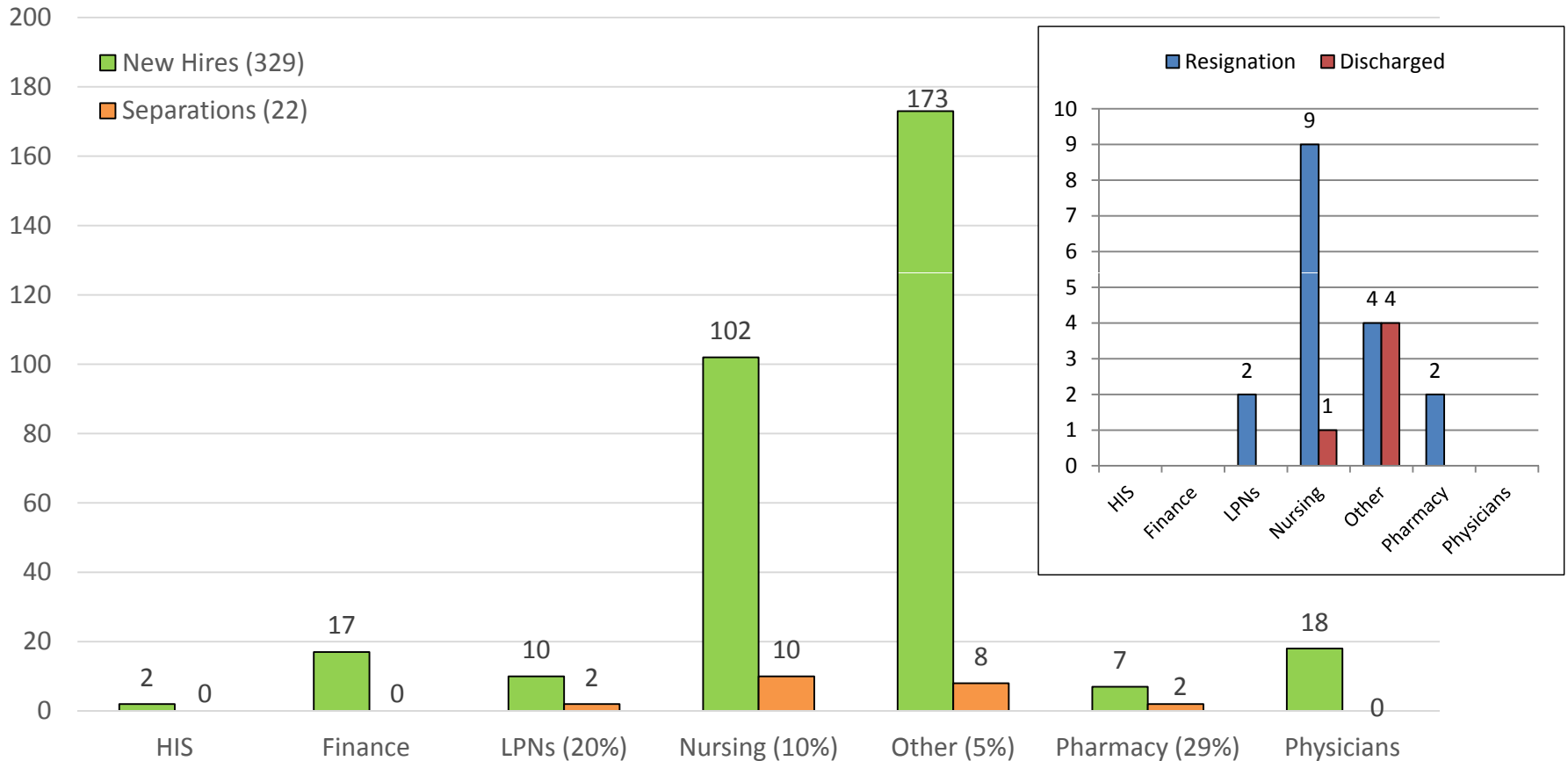
COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CCHHS**

CCHHS Human Resource Committee | 06/19/15

# CCHHS FY15 Turnover by New Hires

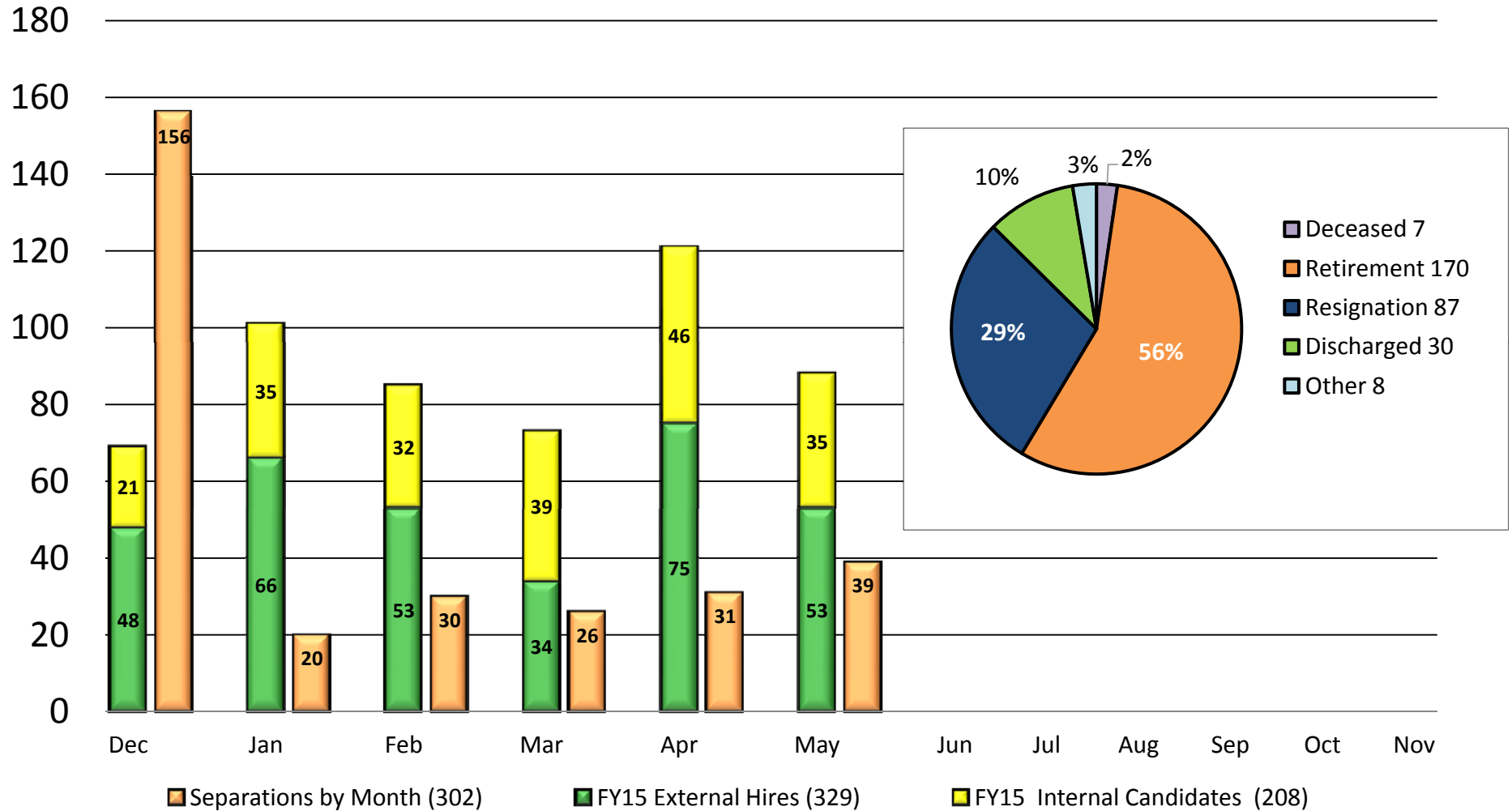
Retention Rate – 93%

Turnover of FY15 New Hires - 7%



# FY15 Separations and Hires

FY15 Separations (302) & External Hires (329)



FY14 35.8% avg./month  
FY15 51.2% avg./month

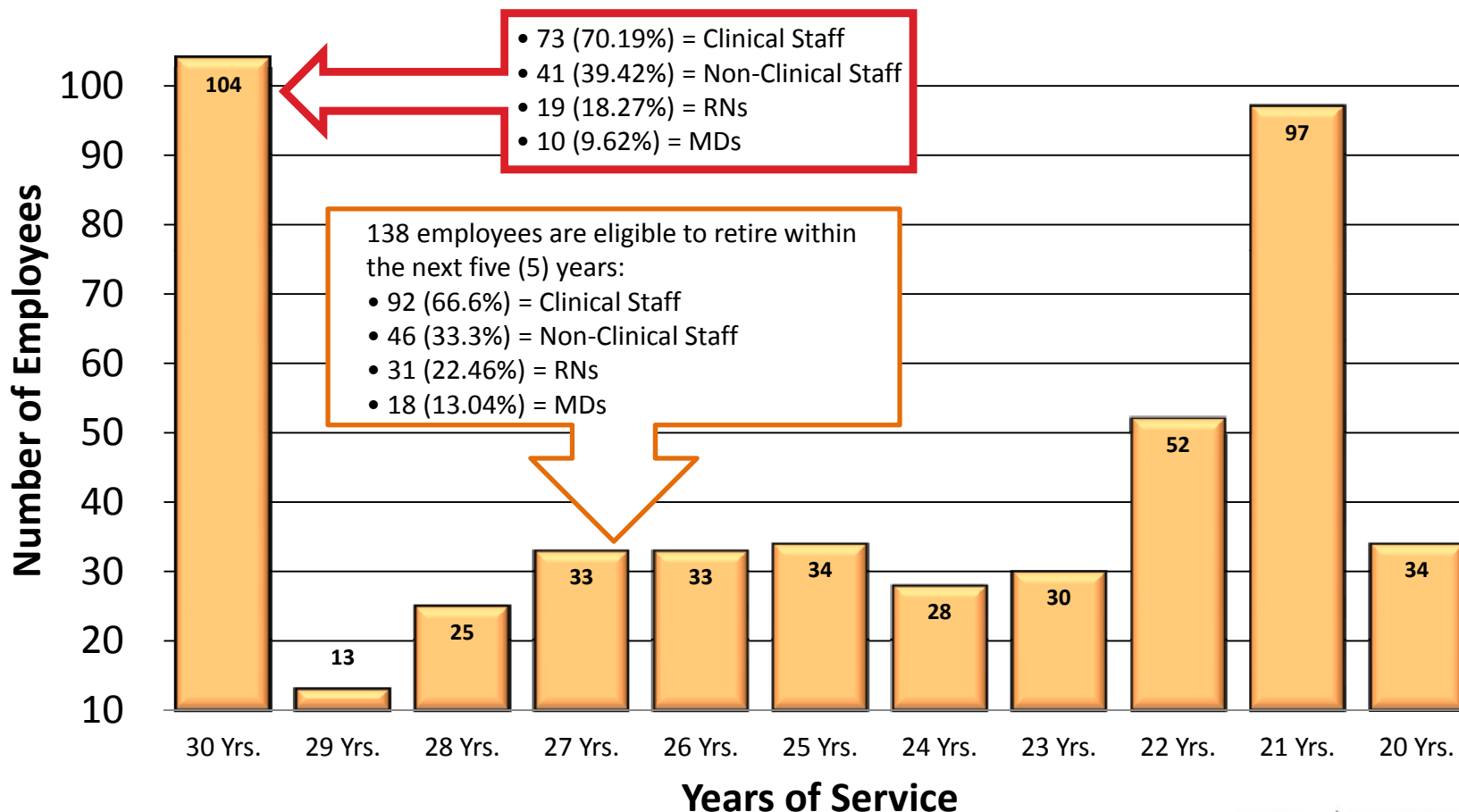


CCHHS Human Resource Committee | 06/19/15

# CCHHS Retirement Risk\*

## Employees Who are 60 and at or near 30 Years of Service

974 Employees are 60+ years of age; of these, 104 are eligible to retire at any time and 379 will be eligible within 1 – 10 years.



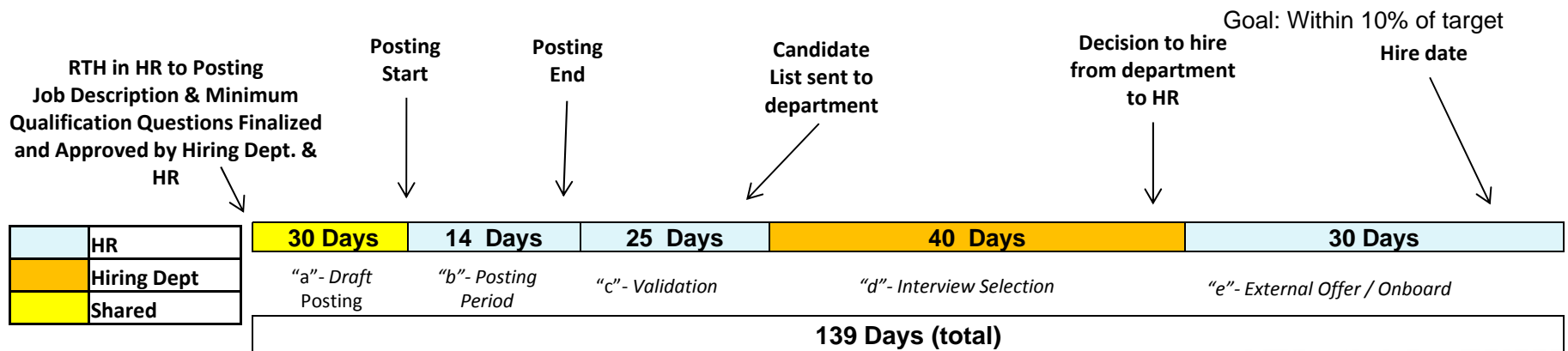
\*Employee data is as of 06/05/15 and does not take into account credit for reciprocity



# FY15 HR Goal: Improve/Reduce Average Time to Hire

Budget to Recruiting average of 30 Days

FY15 Goals:		2014 Actual	2015 Target	Dec Actual	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	YTD Avg	YTD Variance
a	Average # of days from Request to Hire approval to Posting Open	91	30	80	48	73	51	19	9		44	46%
b	Average # of posting days	14	14	13	9	12	13	13	13		12	-14%
c	Average # of days from Posting Close to Interview Referral	28	25	33	22	27	30	33	24		28	12%
d	Average # of days from Interview Referral to Decision to Hire to HR. (Interview/Selection)	29	40	29	23	32	28	40	27		30	-25%
e	Average # of days from decision to hire until actual Hire Date. <i>Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.</i>	41	30	55	49	51	52	46	51		50	66%
f	Average # of days from Request to Hire to Hire Date	203	139	209	151	195	168	151	125		165	18.7%



Benchmark: 58

Data source: TLNT The Business of HR

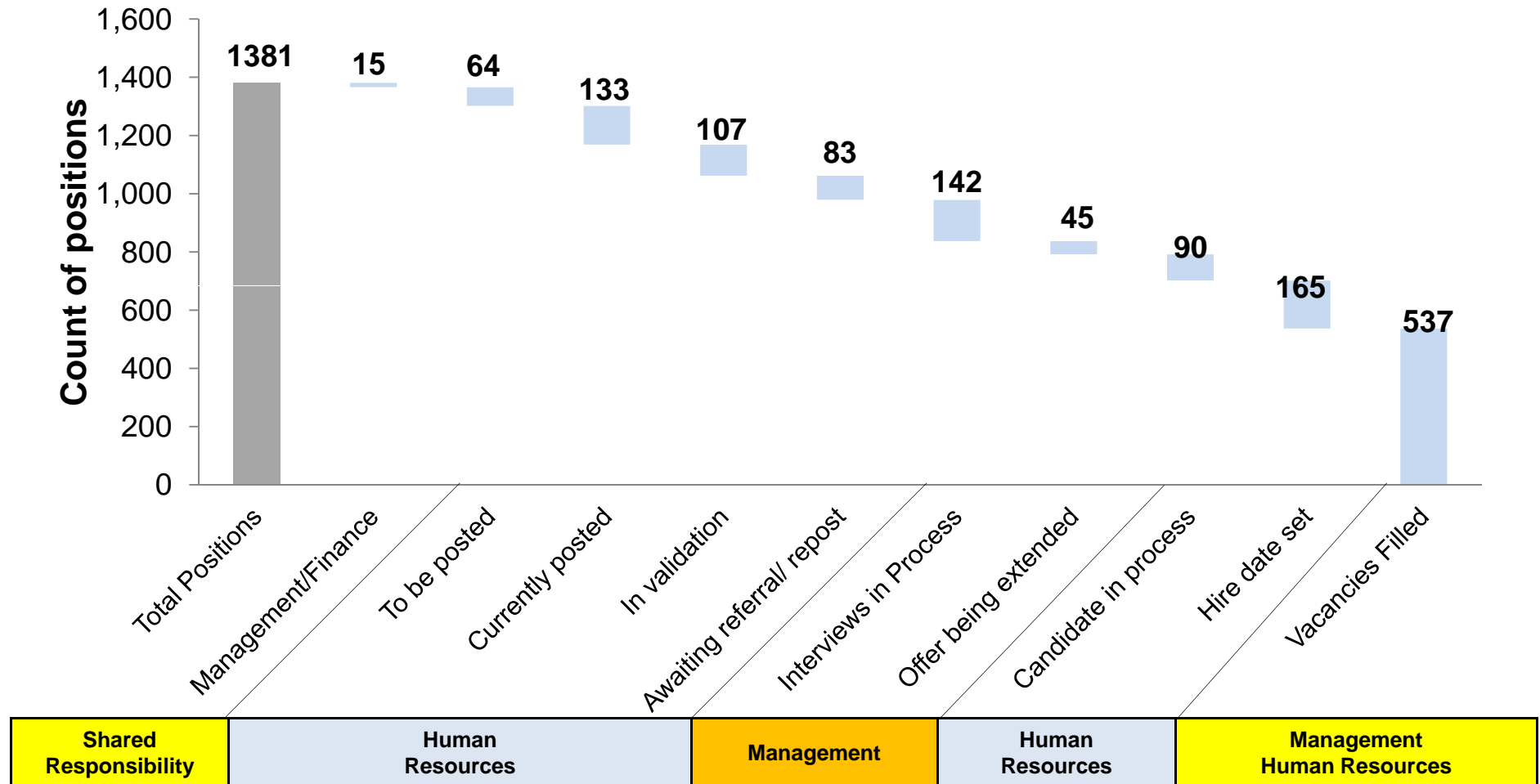
<http://www.tlnt.com/2014/08/14/employers-find-that-time-to-fill-job-rates-are-growing-hit-13-year-high/>



CCHHS Human Resource Committee | 06/19/15

# FY15 HR Goal: Improve/Reduce Average Time to Hire

## Hiring Waterfall & Snapshot (05/28/15)



COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CCHHS**

CCHHS Human Resource Committee | 06/19/15

# Employment Plan Update

## HR Implementation / Rollout

Stage I – March	Stage II - May	Stage III –August	Stage IV – October
<ul style="list-style-type: none"><li>• <b>Formal Implementation of Employment Plan.</b></li><li>• Completed HR Training – ALL HR Employees.</li><li>• Reinforced General Guidelines with HR Team.</li><li>• Implemented “13 Items” Notifications - (Letters of Recommendation, 48 hour notice, Offers rescinded due to Background Checks, Randomization, Validation, Interviews etc. RTH’s received/ in process).</li></ul>	<ul style="list-style-type: none"><li>• <b>Execution / Implementation</b></li><li>• Rolled out New / revised forms.</li><li>• Enhanced Interview Process - weighted scores, review of interview questions.</li><li>• Implemented ARP – to Select Nursing areas.</li><li>• Implemented Veterans Preference</li><li>• Enhanced HR Website to include Information on Plan.</li><li>• Publish HR Quarterly Report Employment Actions.</li></ul>	<ul style="list-style-type: none"><li>• <b>Execution / Implementation</b></li><li>• Create process to centralize all Discipline Tracking &amp; Implement based on Plan.</li><li>• Integrate Ineligible for Rehire Process in Hiring Process</li><li>• Implement Internal Candidate Preference</li><li>• ARP (Ongoing)</li></ul>	<ul style="list-style-type: none"><li>• <b>Execution / Implementation</b></li><li>• Develop Policy Manual</li><li>• ARP (Completion)</li></ul>

# Employment Plan Update

## Implemented New & Revised Forms

- Alignment with Plan
- Increase Ease of Use
- Standardize & Enhanced Evaluation Process
  - Questions Weighted
  - Minimum Score required to move forward

### Interview Ranking Form

Job Title:

Requisition Number:

Date:

Please ONLY list candidates with a score of 3.0 or higher

Candidate Name	Interviewer's Name	Score	Interviewer's Name	Score	Interviewer's Name	Score	Avg Total	Final Ranking
Joe Smith	Susan Johnson	3.2	Jim Davis	4.1	Sheri Doe	3.6	3.63	
							#DIV/0!	
							#DIV/0!	
							#DIV/0!	
							#DIV/0!	
							#DIV/0!	
							#DIV/0!	
							#DIV/0!	
							#DIV/0!	
							#DIV/0!	
							#DIV/0!	

Candidate Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

### INTERVIEW EVALUATION FORM

Job Title: \_\_\_\_\_ Requisition # \_\_\_\_\_

Name of Candidate: \_\_\_\_\_

Date of Interview: \_\_\_\_\_ Time: \_\_\_\_\_

Name of Interviewer: \_\_\_\_\_ Title: \_\_\_\_\_

### Scoring Legend:

1 = Unacceptable

2 = Marginally Acceptable

3 = Acceptable

4 = Very Good

5 = Excellent

**Weighted Value:** Determine the relative importance of knowledge, experience, education and training, and assign a percentage to each question based on the level of importance. The total value cannot exceed 100%.

### SCORING TEMPLATE LAST PAGE

Example:

Question 1 value of 25%

Question 2 value of 15%

Question 3 value of 20%

Question 4 value of 10%

Question 5 value of 30%

TOTAL VALUE OF 100%

EXAMPLE

1. Question: \_\_\_\_\_ Value: \_\_\_\_\_ %

Comments: \_\_\_\_\_

Interviewer Score: 1 2 3 4 5



COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CC+HS**

CCHHS Human Resource Committee | 06/19/15

### **Veterans' Preference:**

*"When applying for employment with Cook County Health & Hospital System preference is given to honorably discharged Veterans who have served in the Armed Forces of the United States for not less than 6 months of continuous service, who were not dishonorably discharged."*



- ✓ Veterans will not be randomized out
- ✓ Applies to both Internal & External Candidates
- ✓ Provided minimums requirements are met, ALL Veterans are guaranteed an interview.
- ✓ To be considered for Veterans Preference an Applicant must:
  - Indicate during the application process that they are a Veteran
  - Attach the appropriate documentation at the time of application (i.e. DD214, DD215 or NGB 22)
  - Meet the minimum requirements
  - Bring the original documentation to the interview



# Employment Plan

## Website Enhancements

The screenshot displays the Cook County Health & Hospitals System (CCHHS) website. At the top, there is a navigation bar with links for Financial Assistance & Billing, Doing Business with CCHHS, Governance, Current Job Opportunities, and a Contribute button. Below this is a search bar and a dropdown menu for All Categories. The main navigation menu includes Home, Patient Services, Clinical Services, Locations, Education & Research, About CCHHS, and News & Events. The page title is "Shakman Information & Employment Plan" with the subtitle "General principles that govern the County's hiring and employment policies". A photo of a healthcare worker is shown. On the left, a sidebar lists various human resources topics. The main content area is titled "Compliance" and describes the role of the Employment Plan Officer. It lists five primary responsibilities: overseeing compliance, maintaining the Exempt List, handling complaints, evaluating political contacts, and training on the plan. It also provides information on how to file a complaint and lists reports such as Quarterly Employment Action Reports and Semi-Annual Reports. A section for Incident Reports is also present.

**COOK COUNTY HEALTH & HOSPITALS SYSTEM**  
CCHHS

Financial Assistance & Billing | Doing Business with CCHHS | Governance | Current Job Opportunities | Contribute

Translate

Search All Categories

Home Patient Services Clinical Services Locations Education & Research About CCHHS News & Events

Home / About CCHHS / Human Resources / Shakman Information & Employment Plan

### Shakman Information & Employment Plan

General principles that govern the County's hiring and employment policies

**Human Resources**

- Current Job Opportunities
- Benefits
- Shakman Information & Employment Plan**
- Supplemental Policies
- Actively Recruited Positions
- CCHHS Positions
- Certified/Licensed Healthcare Professional Positions
- Department, Division and Section Chairs of the Medical Staff Positions
- Direct Appointment Positions
- Compliance Information & Reports
- Frequently Asked Questions

### Compliance

As required under the [Employment Plan](#), Cook County Health and Hospitals System CEO hired an Employment Plan Officer. By definition, the Employee in charge of compliance who will perform all tasks and responsibilities as described in this Employment Plan and as may be assigned from time to time. The Employment Plan Officer's primary responsibilities include the following:

1. Overseeing compliance with the Employment Plan;
2. Maintaining and reviewing the Exempt List;
3. Accepting, investigating, and reporting on complaints related to Employment Actions and the Employment Plan;
4. Taking steps to evaluate, eliminate, remedy and reporting instances of Political Contacts and Unlawful Political Discrimination; and
5. Training on Employment Plan and reviewing Policies and Procedures.

If you have a question or concern alleging non-compliance with the Employment Plan, a Complaint Form is available below or you can contact the Employment Plan Officer directly.

[Employment Plan Complaint Form](#)

### Reports

In order to ensure Cook County's commitment to transparency, reports on employment actions and monitoring activities are available as follows:

#### Quarterly Employment Action Reports

#### Employment Plan Officer's Semi-Annual Reports

These reports are issued every March 15th and September 15th.

- [March 2015](#)

#### Incident Report

After an allegation of non-compliance with the Employment Plan is investigated, the Employment Plan Officer issues an Incident Report which sets forth the nature of the complaint, and the findings of the investigation that may include non-compliance with the Employment Plan, or recommendations of specific corrective action. The report is sent to the Office of the Independent Inspector General and a redacted copy of the Incident Report to the Chief of Department of

### The Employment Plan requires the following be placed on the CCHHS Website:

- Supplemental Policies
- Information on Direct Appointments & the Actively Recruited Process
  - Definition / Process
  - List of Positions
- Employment Plan Compliance Information & Reports
  - Quarterly Employee Action Reports
  - EPO Semi- Annual Reports
- FAQ Section

### Quarterly Employment Action Report

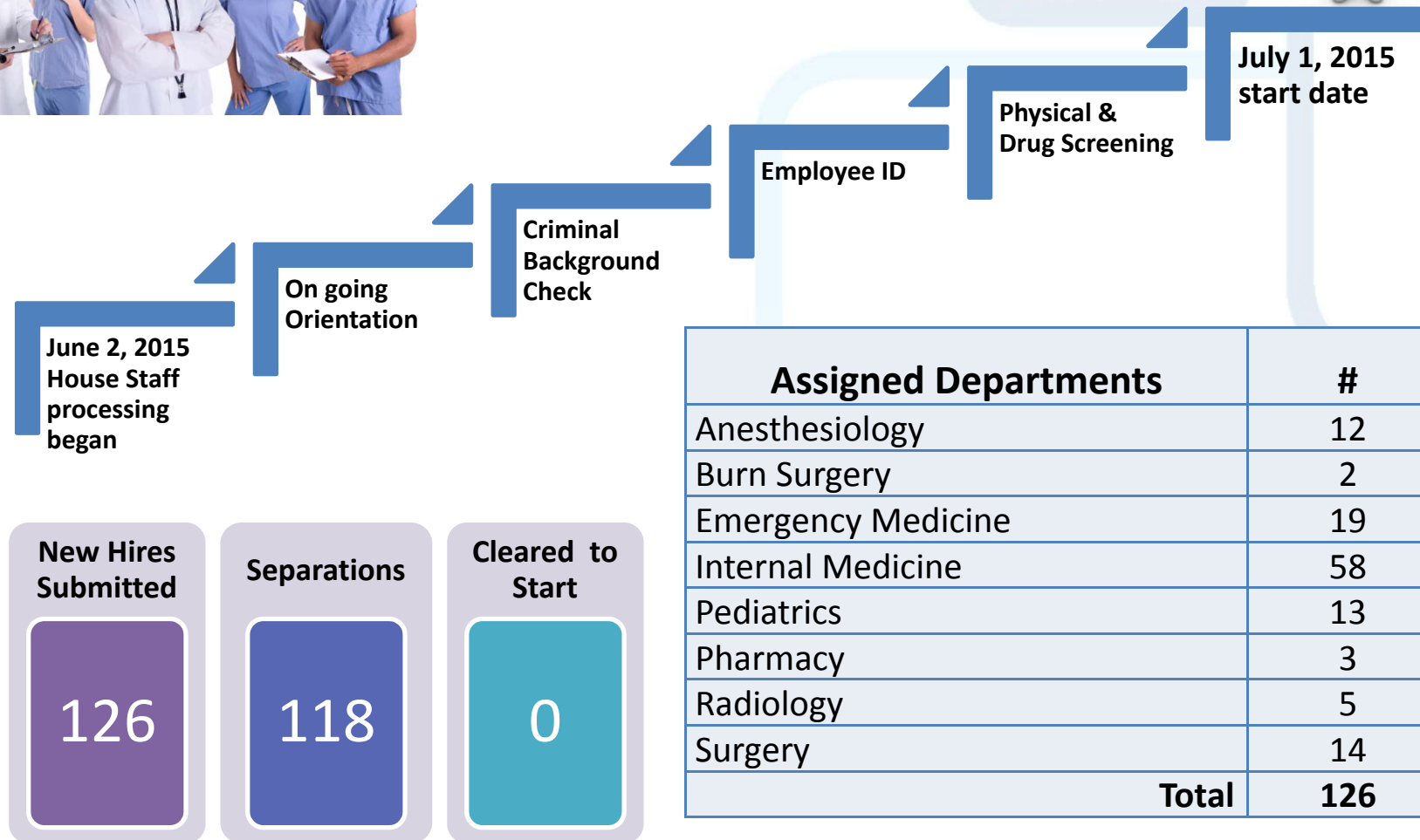
*"DHR will post on the CCHHS website quarterly reports of the total number of hires, Promotions, Demotions, Transfers, Terminations and resignations by Department during the preceding three-month period, including: (1) the number and type of each such Employment Action; (2) the dates of each Employment Action; (3) the title of the Position; and (4) whether such Employment Action was pursuant to Section V or a specific exception to the General Hiring Process identified in Sections VII-XII."*



**COOK COUNTY HEALTH & HOSPITALS SYSTEM**  
CCHHS

CCHHS Human Resource Committee | 06/19/15

# 2015 Processing of House Staff Physicians\*



Data as of 06/5/15

\*House Staff hires and separations are not included in the monthly HR Metrics.



COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CCHHS**

CCHHS Human Resource Committee | 06/19/15